

**НАЦІОНАЛЬНА АКАДЕМІЯ АГРАРНИХ НАУК УКРАЇНИ
ІНСТИТУТ ЗЕМЛЕКОРИСТУВАННЯ**



**ФОРМУВАННЯ СТАЛОГО
ЗЕМЛЕКОРИСТУВАННЯ:
ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ**

**Матеріали IV Міжнародної
науково-практичної конференції**

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Видання містить матеріали IV Міжнародної науково-практичної конференції «Формування сталого землекористування: проблеми та перспективи». Тематика конференції відображає комплексність, міждисциплінарність і багатовекторність проблем формування сталого землекористування та інноваційних підходів до їх вирішення. У тезах доповідей учасників представлено технічні, організаційні, економічні, екологічні та соціальні засади забезпечення формування сталого землекористування.

Матеріали збірника будуть корисними для фахівців у сфері землеустрою, геодезії, картографії, містобудування, геоінформаційних технологій та ін.

The publication contains materials of the IV International scientific-practical conference "Formation of sustainable land use: problems and prospects". The theme of the conference reflects the complexity, interdisciplinarity and multi-vector nature of the problems of sustainable land use formation and innovative approaches to their solution. The participants' reports present the technical, organizational, economic, environmental and social principles of ensuring the formation of sustainable land use.

The materials of the collection will be useful for specialists in the field of land management, geodesy, cartography, urban planning, geographic information technologies, etc.

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СЕКЦІЯ 10.
АГРАРНА І ЗЕМЕЛЬНА ПОЛІТИКА, ЕКОНОМІКА СІЛЬСЬКОГО
ГОСПОДАРСТВА ТА ПРОДОВОЛЬСТВА, СІЛЬСЬКИЙ
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**MANAGEMENT OF RESOURCE POTENTIAL AS A FACTOR OF
SUCCESSFUL OPERATION OF AGRICULTURAL ENTERPRISES**

Resources in a broad sense are the main source of realization of all goals of management activities. Their lack makes it impossible to achieve the set goal and, as a result, reduces the reliability of their management. Therefore, the system of organizing management in the conditions of market transformations must be provided with the necessary amount of various resources. In market conditions, an unstable external economic environment, uncertainty and risks, the problem of enterprises adapting to external changes arises. At the same time, the problem of successful functioning in a dynamic external environment can only be solved by those enterprises that have clear guidelines for the future and are aimed at finding and realizing key competitive advantages and the final financial result [1].

The relevance of the study of managing the resource potential of an enterprise is determined primarily by its role in increasing the scale of production, improving product quality and accelerating scientific and technological progress, which is considered as the main direction of the economic strategy, the main direction of intensification and increase in production efficiency. The problem of optimal interaction of the system of internal potential capabilities of an enterprise remains insufficiently studied. According to scientists, along with resource management, the concept of “organization” is often used in economic science and business practice. Organization as a type of activity is associated with the creation of a system and ensuring its stable functioning, and management is associated with the processes that occur in the system created by the organization. In this regard, the organization of enterprise resource management should be understood as the creation of an effective management system and its improvement.

The most important element of organizing enterprise resource management is its information support. The value of information is of particular importance during the analysis of alternative management decisions that are implemented in the enterprise resource management system.

The organizational structure of the resource management system of an economic entity, as well as its personnel composition, can be built in various ways, considering the size of the enterprise and the type of its activity. Resource management through the diversity of its

manifestations in practice cannot be carried out without the professional organization of this work [2].

The priority of any goal can be determined by an enterprise depending on the development of its industries and the state of a given market segment, however, successful progress towards the chosen goal significantly depends on the perfection of management.

A separate block can be considered the totality of resources necessary for the implementation of the management process at the enterprise - management system resources, the components of which, in turn, can be the resources of the organizational structure of the management system, information resources, management equipment, management technologies. Opponents of strategic planning discuss the feasibility of developing strategic plans and cite a number of completely fair arguments, such as the difference between the results obtained and the position of the developed strategic plans and the non-use of strategic management by many successfully operating business structures.

Proponents of the concept of strategic planning argue that the main reasons for this management technique not to work are its incorrect use, lack of control over the implementation of strategies, and the erroneous expectation of quick results. In addition, practice proves that in the context of economic globalization and constant changes in the external environment, it is impossible to function successfully using old management methods. The transformation processes that are taking place in the economy necessitate the use of new models for managing the potential of agricultural formations.

According to experts, the problem of strategic planning for most enterprises is the lack of professional "foresight" and vagueness of final goals. Unfortunately, the priority for many is short-term success, so the developed strategies are not characterized by comprehensive stability and consistency, reminiscent of putting out fire and turmoil from solving one problem to another. The value of any strategy lies in its consistency and ability to adequately reflect both the trends of an individual market and the entire economic system.

Strategic management is a necessary tool for organizing management in agricultural enterprises, regardless of their size. But at this stage, most agricultural producers have activity plans only for the current agricultural year. Management is primarily concerned with operational management. According to scientists, it is only possible for managers of efficiently operating enterprises, whose products are in growing demand and technology remains stable, to focus their attention on solving current issues. If the external environment is rapidly changing and unstable, the enterprise cannot afford to deal only with operational issues. It should be noted that the focus of agricultural producers only on operational management has an objective basis. Due to the instability of the external environment, the lack of government regulation of the industry and control of the agricultural market, it is difficult to determine specific prospects. The main goal of their activities will be to survive. The successful operation of financially stable enterprises, along with ineffective ones, indicates the reluctance of the management of the latter to change the established operating mode. Most of them focus their activities on adaptation to the external environment, adaptation to existing conditions.

In modern conditions, when creating a developed market, you can still use the previous set of rules and strategies established by business management and at the same time achieve success and receive high incomes. This is precisely where the problem lies for managers who

are focused only on quick gains. Many previously successful enterprises are now on the verge of bankruptcy or have ceased to exist altogether, destroyed by their own inefficiency. Such agricultural enterprises are distinguished by the fact that most of them do not use modern methods of managing their resource potential and the enterprise as a whole, which leads to inefficiency in their functioning.

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